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ABSTRACT

Despite challenging financial conditions in 1981-82, the Partnership for Rural Improvement (PRI) continued its traditional emphases on project development, organizational development, interorganizational coordination, and training and education as well as its newer emphases on task forces, community education, internships, community service fellowships, and model diffusion. Three major changes challenged PRI's management during the year. The PRI administration turned over in 1981-82 as did the administrations of various agencies and partner organizations. Also, organizations requesting PRI's help marked a new trend in collaboration by beginning to submit requests for organizational development assistance rather than for help in delivering a service more effectively. Finally, task force activities became largely sub-regional with some exceptions for regional efforts. From the new federalism PRI sensed four themes emerging to affect its operations in 1982-83: assistance to volunteer organizations, program planning with agencies trying to become more efficient to offset budget restrictions, efforts to provide outreach services, and movements toward community self-reliance. PRI intended to focus on model diffusion and new applications for management and leadership development and requested funding of $405,948 from the Kellogg Foundation. (SB)

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PARTNERSHIP FOR RURAL IMPROVEMENT: THE MANAGEMENT FOR TRANSITION

ANNUAL REPORT
1981-1982

W. K. KELLOGG FOUNDATION
Battle Creek, Michigan

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July, 1982

Washington State University
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PREFACE

The management of change is one of the most difficult tasks which befall project leaders. Continual shifts in personnel, external circumstances, and financial backing test the the commitment and motivation of those who would assume to give direction to innovative projects. During 1981-82, the Partnership for Rural Improvement faced wholesale changes in sub-regional committees, the Regional Coordinating Committee, and the PRI staff. Severe financial difficulties in the state of Washington led to a declaration of a statewide financial emergency. Every PRI partner was impacted by these circumstances. Yet the real message of PRI for 1981-82, is that it coped with the changes and emerged prepared to undertake the challenges of the coming year.

Strong leadership has been given to PRI by Walt Gmelch and Bill Gray, who served as associate directors. Staff members continued to excell in all facets of the project. Partner organizations and agencies stood steadfast in support of the concepts and implementation of PRI. With the support of funds from the W. K. Kellogg Foundation, 1981-82 can be characterized as a success in terms of commitment to the goals of PRI. In the appendix of this report, the names of those individuals chiefly responsible for the success of PRI are listed. This annual report is a testimony to their work.

Special note needs to be made of the effort of several people to prepare this report. Appreciation is extended to Mike Schwalbe, Walt Gmelch, and Bill Gray for their contributions.

Richard A. Hagood
Program Administrator

I. INTRODUCTION

This is the sixth Annual Report to the W. K. Kellogg Foundation on the progress of the Partnership for Rural Improvement. When PRI was formed in 1976 its mission followed four major goals:

1. to strengthen the capacity of elected and appointed public officials and other interested citizens to accomplish community problem-solving,

2. to increase the effectiveness of educational institutions and public service agencies in contributing to the solution of community problems,

3. to develop and evaluate approaches to providing communication and organizational linkages among educational institution, public service agencies, and local communities; to improve existing linkages and organize new linkages where effective collaboration did not exist,

4. to prepare educational and training materials which contribute to the realization of other PRI objectives.

Section II of this report documents the activities and programs which outline the continued accomplishments of the original PRI goals. These goals were augmented for the 1980-83 period to include additional dimensions. These five new dimensions included:

1. use of task forces as a method of organizing educators, public officials, and citizens into teams to address issues of a region-wide concern,

2. awarding of community service fellowships to encourage university, community college or other agency personnel to give intensive, short-term input into the task force projects,

3. establishment of a community education demonstration program as a means to increase the capacity of rural communities to solve problems and realize opportunities through a coordinated system of community education,

4. diffusion of the PRI model into the Walla Walla Community College District to test the transferability of PRI into another geographical setting,

5. expanded use of student internships to prepare a broader range of professionals who can contribute to rural improvement.

The progress of each of these new dimensions is discussed and analyzed in Section III.

The 1981-82 year proved to be a challenging one from a management perspective. It might be characterized as "coping in a changing environment". PRI saw a change in personnel both within Washington State University and its partner institutions and agencies. These changes seem to have strengthened PRI's position and impact in Eastern Washington. PRI has also had to cope with continued financial emergencies both from an institutional and statewide perspective. It has also been a period where PRI has experienced a change in the nature of requests for assistance from agencies, partner institutions, and even within the workings of the task forces. All these changes are chronicled and discussed in Section IV of this report.

Adversity at times produces creativity. In response to the dilemma of PRI's first model diffusion experience has emerged a new philosophy and destiny of the PRI model without the geographical constraint of Eastern Washington. The 1982-83 year should be highlighted with the discovery of new territorial horizons, and new dimensions of PRI effort. As financial constraints impact rural leadership, PRI has developed a new capacity to infuse and deliver leadership and management training to rural communities, agencies, institutions and businesses. The thrust for 1982-83 is detailed in Section V.

PRI is now at a juncture to expand its horizons and build its capacity to improve leadership in rural communities. The 1982-83 year will be one of exploration, challenge and growth.

II. PROGRESS REPORT ON CONTINUING PRI GOALS

The original goals under which PRI was formed can be categorized into four main program areas: project development, organizational development, interorganizational coordination and training and education. The past six years of PRI activity has realized hundreds of projects under these categories. The following report highlights some of the programs during the 1981-82 funding year. They are to be seen as illustrative rather than exhaustive of PRI effort.

PROJECT DEVELOPMENT

During the past year PRI sustained the high level of project activity that has characterized previous years. Once again these projects have varied widely in scope and duration. Some have been as brief as training sessions or workshops conducted in less than a day, others have extended over many months with PRI playing a central role in coordinating the application of staff and partner resources to a rural problem-solving task. The activities described here, as selected examples, illustrate diversity in new project development and at the same time a continuing commitment to the goals of increasing the capacity of interested citizens and public officials to identify and solve problems in rural communities.

Stevens County Hospice Program

Hospice services for the dying and their families are not widely available in rural eastern Washington. The lack of services is partially attributable to a lack of information about their need. Last fall a group of Stevens County residents organized to explore the possibility of establishing a hospice pro-

gram in the area. Their first task was to assess local needs for such services and the group requested PRI assistance to conduct a needs assessment.

PRI staff initially linked the group with an oncology nurse and cancer specialist from the Intercollegiate Center for Nursing Education in Spokane. Drawing on this expertise the group arrived at a design for the needs assessment survey. Because of the sensitive nature of the issues involved, the group decided to collect data through face-to-face interviews. PRI staff then assisted in training interviewers for the survey, all from the local area.

The results of the survey, completed last fall, clearly indicated a need for hospice services in Stevens County; they also provided a clearer picture of the type of services needed. In conjunction with Mt. Carmel Hospital in Colville, the group expects to begin offering limited hospice services this fall. PRI assistance has been further requested to assist in writing a grant proposal for a year-long education project on the special problems associated with death and dying in rural areas.

Northport Comprehensive Plan

The process of comprehensive planning is complex and potentially intimidating to inexperienced planning commissions in small rural communities. When the town of Northport in northeastern Washington decided to undertake a comprehensive plan, city councilman and PRI sub-regional committee member Bob Wilson turned to PRI for assistance.

Well established linkages with the Department of Urban and Regional Planning at Eastern Washington University, and with the Environmental Science and

Regional Planning Department at Washington State University, made it possible to obtain extensive technical support for the newly begun planning effort. As part of a summer field studies program a group of twenty-seven (27) Eastern Washington University planning students prepared a field reconnaissance of the city of Northport to provide a data base for the comprehensive plan.

Students with faculty guidance from EWU and WSU spent a week in the community itself, gathering data on various aspects of the planning area, which extended one mile beyond the corporate city limits. Students also developed an up-to-date map of this area and presented it, along with the reconnaissance data, to the Northport city council last fall. After the field work had been completed PRI staff continued to assist the city council and planning commission in obtaining public input in the planning process. PRI has been requested to provide further assistance in finalizing the plan itself.

Integrated Pest Management

The high cost of chemical pesticides and fertilizers has seriously jeopardized the future of small scale agriculture in parts of Washington State. In response to this situation a group called Tilth, a grass roots agricultural organization, has worked to find new ways of controlling pests through biological rather than chemical means. The issue of pest management is an especially important one in the agriculture-dependent PRI Western subregion. Last fall, local Tilth members requested PRI assistance to organize a conference on integrated pest management in Chelan, Douglas, and Okanogan counties.

With PRI assistance the project was expanded to include WSU Cooperative Extension, Wenatchee Valley College, the WSU Tree Fruit Research Center, and growers from the three-county area. A conference, held in January, was the result of a collaborative effort between these organizations. Researchers from WSU, warehouse operators, fieldmen, growers, and educators were brought together to explore biologically sound approaches to agriculture. For many participants the conference was their first opportunity to learn about alternate ways of controlling pests and to discuss the general problem of establishing a diversified and sustainable agricultural base for the region.

PRI staff provided linkages with agricultural and entomological specialist at WSU, coordinated the organizing activities of the sponsoring groups, and helped design the conference. Based on the enthusiastic response to the conference, organizers are now discussing possibilities for holding a similar event next year.

Wilson Creek School Board

School boards and district superintendents often lack effective means for obtaining citizen input to manage community school systems. Last summer the Wilson Creek School District superintendent and school board were seeking a means to establish closer ties with the Wilson Creek community. The District superintendent was especially interested in obtaining process and content input in establishing goals for the district and in making decisions about how best to use the limited resources of the small school system. Contacts made through the sub-regional committee structure brought a request for assistance in eliciting citizen input in guiding the development of Wilson Creek schools.

In consultation with PRI staff, the Wilson Creek school board and superintendent sponsored two community-wide meetings in the fall of 1981 to begin setting goals and objectives for the district. The meetings were designed to help citizens begin to explore their preferences for the future of the school district. Out of these meetings sub-groups were formed to more thoroughly consider four areas of development: curriculum improvement; expanded community relations; co-curricular recreational programming; and improvement of facilitites and grounds. PRI staff worked closely with the school board to set up the meetings and analyze the data generated from them.

Based on the recommendations of these four sub-groups, the school district formally adopted a set of goals in March of this year. A group of citizens is continuing to work together as a school board advisory committee to foster a closer relationship between the community and the school system. Currently, the PRI program associate is consulting with an executive committee of this citizen advisory group to organize a community skills workshop for Fall, 1982.

ORGANIZATIONAL DEVELOPMENT

PRI has continued to work to increase the effectiveness of organizations that deliver services to rural areas in eastern Washington. Often this work involves advising on organizational change, troubleshooting, and training organizational administrators and staff to function more effectively. The project presented here is a sample of PRI work in this program area.

Southeast Washington Home Health Services

Home health services are tremendously valuable to persons in rural areas who might otherwise require expensive institutional care if home services were not available. Southeast Washington Home Health Services, a non-profit organization, provides home care to many persons in rural Whitman and Asotin counties. In order to cover an area this size the organization maintains a central office in Pullman, and branch offices in Colfax and Clarkston. Because of a recent and rapid expansion of service delivery activities, the organization was experiencing coordination and management problems between its three offices. Administrators of the program first requested that PRI staff at Washington State University conduct a workshop on stress management.

The stress management workshop was well received by the administrators and staff of the agency. On the basis of this experience PRI staff were asked to conduct more extensive organizational development work. Program administrators were especially concerned with communication problems within the organization. To help the organization overcome these problems PRI staff held sensing interviews with all program staff. The data obtained through these interviews, which probe individual perceptions of organizational problems, were reported back to agency members during a second workshop on organizational communication. Follow-up contacts with program administrators confirm that the work of PRI staff has been instrumental in improving program management and coordination.

INTERORGANIZATIONAL COORDINATION

The goal of the interorganizational coordination program area has been to increase the effectiveness of communication and organizational linkages

among agencies and organizations. The involvement with the Planning and Community Affairs Agency exemplifies PRI's role as an interorganizational coordinator.

In June 1981 the state Planning and Community Affairs Agency (PCAA) met with representatives of forty (40) rural agencies and organizations, including PRI, to explore ways of cooperatively formulating new rural development policies. The original orientation of PCAA was to form a committee of representatives from various rural groups, which would study existing rural problems and make recommendations for dealing with them. Representatives from PRI proposed that instead of forming a select committee, a wider basis of citizen participation be sought. An agreement to do this led to close collaboration between PCAA and PRI to devise a strategy for obtaining this citizen input.

The plan that was developed by PRI and PCAA staff called for organizing a number of citizen review groups to study and explore solutions to the problems of rural Washington. In order to ensure the effectiveness of this input, PRI recruited and trained facilitators for each of the review groups. All of the facilitators worked as volunteers, and many had previous contacts with PRI through projects or sub-regional committees. The review groups themselves were organized during a working conference on rural affairs held in December, attended by 275 representatives of rural organizations and agencies from around the state. In the months that followed, PRI facilitators met with the review groups to help them organize their research and report-writing efforts. PRI also provided logistical support for the review groups and supported some citizens who could not have participated without it.

The review group reports (which dealt with the problems of rural housing, human services, agricultural land, small farms, economic diversification, and public facilities) were presented to the public for further review and comment at a second major conference held in July of 1982. By inviting comment and discussion on the review group reports, citizen input to the planning process was further broadened. Participants at the July conference also had an opportunity to interact with members of the governor's cabinet regarding rural policy issues. Current proposals to follow-up on the project include establishment of a "rural desk" in the govenor's cabinet and formation of a special council to advise the governor on rural affairs.

TRAINING AND EDUCATION

During the past year PRI has continued to conduct numerous training events and publish educational materials. These events and printed materials are intended to help achieve other PRI goals, especially increasing the problem-solving capacity of citizens and public officials in rural communities. This activity is also seen as important in strengthening the PRI model and as a strategy for its diffusion. Described below are several of the activities and materials that demonstrate PRI's continuing work in this program area.

Community Skills Workshops and Board Training

The Colfax Community Skills Workshop is typical of many similar projects conducted by PRI staff during the past year. The Whitman County librarian, located in Colfax, made the initial request for a local workshop on leader-

ship and communication skills. After discussion concerning the content of the workshop, the PRI program associate who received the request worked with the librarian to develop a list of prospective participants.

The Colfax workshop focused on general techniques for holding effective meetings, communication skills, and basic leadership. Other workshops are often tailored to meet the specific needs of specialized audiences, such as school administrators or county auditors. Workshops similar to the one conducted in Colfax, were also sponsored in the communities of Republic, Mattawa, and Colville.

In addition to these workshops PRI staff also offered more specialized training services to the advisory and administrative boards of various organizations serving rural eastern Washington. Among these were the citizen advisory board of the Columbia Basin Health Association in Othello, Department of Social and Health Services advisory board members who make up a community aid network in the PRI Central sub-region, and the board of directors of public radio station KPBX in Spokane County.

Micro-Computer Applications in Rural Government

New micro-computing technologies can be useful to rural governments for dealing with problems of records-keeping, accounting, and data analysis. But along with micro-computing hardware, rural government officials require the knowledge to select and use appropriate software systems. In conjunction with the Washington Finance Officers Association, Eastern Washington University with the assistance of PRI responded to this need for knowledge with a series

of workshops on the application of micro-computers in rural government.

The workshops, offered during the spring of 1982, were coordinated by the Community Service Center at Eastern Washington University. Faculty from Eastern Washington University, Washington State University, and Spokane Falls Community College collaborated to organize the workshops. Topics covered included hardware and software selection and the application of micro-computing systems to the special problems of rural governments. Currently, the group that organized the workshops is writing a guidebook for small town micro-computer users. Based on the positive response to these workshops, plans are to repeat them in other geographical areas through the state during the coming year. Also, the initial workshops and survey served as a needs assessment for a 1982-83 regional task force on micro-computers.

Needs Assessment Study Group Report: Priorities for Rural Improvement

As noted in last year's annual report the PRI Needs Assessment Study Group conducted a survey of 2,000 citizens and 735 public officials in eastern Washington to assess levels of concern for a variety of potential task force topics. The group presented the results of its survey, along with recommendations for the formation of task forces, to the Regional Coordinating Committee in July of last year. Later, this report was edited and condensed for public distribution. In September of 1981, the revised report was mailed to all 735 public officials who participated in the survey, and numerous others who had expressed interest in the survey results. The report also proved to be a major influence in the selection of sub-regional task force topics and is reportedly being utilized by numerous partner institutions throughout Eastern Washington to assist in program planning.

Adult Probation and Parole Volunteer Program

The Spokane County Adult Probation and Parole Agency operates one of the oldest volunteer programs in Washington. Despite the long-term success of the program, recruiting volunteers, who work directly with parolees, has always been difficult. Last December the agency advisory board requested PRI assistance to develop new programs for recruiting and training volunteers.

During the past spring PRI staff, including interns from Eastern Washington University, work with the advisory board to analyze the role of the volunteer in this corrections program. This analysis provided a basis for evaluating the agency's existing recruitment and training strategies. In turn, this provided the basis for developing new strategies. As part of this process PRI staff helped create a guidebook for training program volunteers. Additionally, a manual was developed for coordinators of the volunteer program. Although it grew out of experience with a corrections program, this manual can be used as a tool for implementing volunteer programs in other types of public service agencies.

Family Community Leadership Project

With the support of a $1.8 million grant from the W. K. Kellogg Foundation, the Western Rural Development Center and Extension Homemakers have undertaken a three year Family Community Leadership project encompassing six western states. The project is intended to provide public policy and leadership training for members of extension homemaker clubs and others. An advisory board comprised of representatives from each of the participating states oversees the project. Similar advisory boards oversee project activities in each state.

Assistance from PRI began at the initial proposal writing stage of this project. Since FCL's formal start-up in 1981, PRI staff have been directly involved in providing training for project participants including the initial regional board training and consultation services to directors and regional coordinators. Extensive support has been provided to FCL, from the curriculum development to the implementation phase of the project.

In addition to providing training and consultation for the project's regional advisory board, in March of 1982 PRI staff members conducted a week-long training program for over 100 project participants from the six state area. The intent of this program was to prepare participants to organize and conduct similar training programs in their home states. PRI staff have also helped to develop materials, design and facilitate a major summer training institute at Washington State University as part of state-level project activities.

Currently, the project's regional advisory board and some state boards including Washington have extended a request for further PRI assistance to conduct state-level training programs and generally assist extension homemaker organizations.

III. PROGRESS REPORT ON NEW PRI DIMENSIONS

The continuation of Kellogg Foundation support for the Partnership for Rural Improvement in 1980 made it possible to expand program activities in several new dimensions. These new dimensions included task force programming, community education, internships, diffusion of the PRI model and community service fellowships. Program activities in each of these areas have contributed to achieving the broader goals of PRI during the second period of grant funding. Described below are the major activities undertaken in each of these dimensions during the past year.

COMMUNITY EDUCATION

During 1981-1982 PRI committed resources to design a model community education program in Moses Lake School District #161. The major part of this program activity involved establishing a neighborhood community education council in the Knolls Vista-Longview area of Moses Lake. While this activity was aimed at citizen capacity-building at the neighborhood level, another dimension of the program involved a collaborative effort between Moses Lake Community Schools and Big Bend Community College. This effort was to help other communities in BBCC's service district establish their own community education programs.

The centerpiece of this effort was the establishment of a community education demonstration site in Odessa, with the help of a $9,000 grant from the state Office of the Superintendent of Public Instruction. In September a Community Education Coordinator was hired for the Odessa project. After reviewing the progress of the Knolls Vista-Longview neighborhood project, the

Coordinator formed an advisory committee in Odessa. Following community skills workshops facilitated by PRI staff in September and October, the Coordinator and advisory group began a survey to assess community education needs in the Odessa area. Based on the results of the survey, workshops were sponsored to address citizen interests in farm futures and commodities and estate taxes. Under an open-doors agreement with the Odessa Community Schools, continuing project activities are open to observation by other communities interested in developing similar programs.

In Moses Lake the focus of community education activities has shifted during the past year. It was found that the neighborhood council, while effective for addressing neighborhood concerns, was, by itself, a limited means for pursuing broader community education goals. To overcome this, program emphasis has shifted to community-wide activities. Through work with a district-wide advisory board the Moses Lake system has been brought into a state of readiness for expanded community development activities. These efforts have been enhanced by the high degree of involvement of the Moses Lake Community Schools Coordinator with the community education and other PRI Projects during the past year. This interaction has led to a mutual transfer of skills and philosophy between PRI and school district staff.

INTERNSHIPS

During the past year PRI increased its use of graduate student interns to support various program activities, including task forces, sub-regional projects, and the reorganization of outreach programming at Washington State University. In each case, interns have had the opportunity to take responsi-

bility for completion of important projects and thus gain valuable experience in preparation for careers in community service, rural development, and related fields.

The two largest educational institutions in the partnership, Eastern Washington University and Washington State University, are the primary sources of PRI interns. During the 1981-82 year, interns from the School of Social Work at Eastern Washington University--a school whose program emphasizes rural social work--assisted in developing the Stevens County Hospice project, provided organizational development services to the Spokane YWCA, consulted with the Spokane County Juvenile and Adult Probation and Parole programs on volunteer recruiting and training, conducted workshops for the Washington State Community College District 17 displaced homemakers program, and participated in the work of the Southeastern sub-region task force on juvenile problems. The Eastern Washington University graduate program in public administration also provided an intern to assist the Eastern/Central Joint Task Force on Shared Services in writing its final report.

Interns from three academic units at Washington State University were also active in PRI during the past year: An intern from Environmental Science and Regional Planning assisted in developing a new comprehensive plan for the community of Clarkston; an intern from the Department of Sociology assisted the Task Force Coordinator in developing educational materials and in documenting task force activities over the past two years; and interns from the Department of Education participated in the development of plans for reorganizing the structure of outreach services at Washington State University.

MODEL DIFFUSION

A major element of the 1980-1981 PRI work plan was the transfer of the PRI model to the four-county area of Southeastern Washington. The purpose of this expansion was two-fold: first, to test in another geographic setting the viability of the programming strategy used in the first years of PRI, and second, to enable the program managers of PRI the opportunity to devise an appropriate diffusion strategy. Naturally, the prominent purpose was the improvement in the quality of rural life in the community college service area.

Unfortunately, the effort at model transfer in the southeastern sub-region, using Walla Walla Community College as the linkage mechanism was terminated after eighteen months of operation. However, several projects are continuing in the sub-region and the Southeastern Washington Rural Partnership is investigating alternative sponsoring institutions for continuation of the PRI effort in the four-counties.

There is no simple answer as to why this aspect of model transfer did not generate sufficient support within Walla Walla Community College. Three factors seem to be intertwined in model transfer: (1) the methods and strategies used to create ownership of an external model, (2) the context into which the model is introduced over which the agents of transfer have no control, and (3) the role of staff in personifying the values and goals of the model. A thorough evaluation is being conducted to assertain the ingredients necessary for successful model diffusion.

As discussed in Section V, the 1982-83 diffusion effort will have no preconceived geographic target, but rather will be built on organizations and institutions with compatible community service missions throughout the State. The integrity of the original three sub-regions will be unaffected: They will continue at the same high level of collaboration as program participants, and in addition serve as demonstration sites for the diffusion effort.

TASK FORCES

Along with those types of collaborative projects PRI has carried out since its beginning, task forces have become a major dimension of program activity during the past two years. During the 1981-1982 year PRI sponsored task force projects in each sub-region as well as several intended to be region-wide in scope. While the task force program has been modified since it was first conceived, it continues to pursue the goal of bringing knowledgeable public service professionals and educators together with citizens to confront rural problem-solving tasks.

The emphasis in task force programming during the past year has been on conducting task forces on a sub-regional basis. This marked a shift from the original emphasis on strictly region-wide activities. The shift to sponsoring sub-regional task forces was intended to promote a higher level of citizen participation than had been achieved with region-wide projects. It was also supported by the findings of the needs assessment study conducted to help select task force topics--the study found significant differences in citizen concerns across sub-regions. Experience during the past year confirmed the

appropriateness of this shift in emphasis: increased citizen participation and a higher level of enthusiasm for task force projects have been observed. Each of the three major sub-regional task force projects is outlined below.

Eastern/Central Joint Task Force on Shared Services

In early fall of 1981 each sub-regional committee began reviewing the findings of the Needs Assessment Study Group survey. Both the Eastern and Central sub-regional committees began to focus on the issue of local government services and possibilities for maintaining them in the face of declining local government revenues. The results of the needs assessment survey showed this issue to be of concern to a large proportion of citizens and public officials in eastern Washington.

Initially the Eastern sub-regional committee developed a proposal to study methods for cooperatively delivering government services on the local level. At the same time the Central sub-regional committee was developing a proposal to examine specific service delivery systems and determine how they could be sustained with fewer local government dollars. Program associates from the Eastern and Central sub-regions later conferred regarding the overlaps and similarities between the two proposals. Sub-regional committee members agreed that the overlap was sufficient to warrant merging the two projects into one.

The joint task force formally began its work in January, 1982. At first the group decided to focus on law enforcement and emergency services, emphasizing the need for practical, implementable solutions to the problems of maintaining services as revenues were declining. The group later expanded its

concerns to include six types of local government services: mental health and family services; public health; police emergency services; alcohol treatment; emergency medical services; and indigent services. Exploring innovative, cost-effective ways for local governments to coordinate shared delivery of these services has been the goal of the project. As a final product the group is currently working on a set of written guidelines to be incorporated into a handbook for local government officials.

Western Sub-Region Task Force on Alternative Economic Futures

In parts of the PRI region the base of economic support is limited to single-crop farming and wood products. Dependency on these narrow bases of economic support makes for high susceptibility to swings in the economy and recurrent hard times for local residents. To counter this tendency a more diverse and sustainable local economy is thought necessary. A group of citizens in the PRI Western sub-region, where this tendency is especially strong, have worked together as a task force to develop proposals for building a more stable local economy.

Originally the group proposed to deal with alternative economic futures on a broad scale, but later refined its focus to deal with small-scale agriculture. The group has pursued this topic by examining alternate forms of crop production, alternatives for financing small farms, and new marketing opportunities for local, small-scale growers. Currently the group is writing an interim report of its findings that will be published as a supplement in a local newspaper. Later the group's final report will be published and distributed to citizens and public officials throughout the region. The report will outline plans for addressing what otherwise appears to be a questionable

economic future for the area. Since the spring of 1982, five Community Service Fellows have work with the task force.

Southeast Washington Rural Partnership Task Force on Youth Problems

The Southeast sub-regional committee has focused its attention on juvenile crime and related youth problems, issues that the needs assessment survey showed to be of particular concern to citizens and public officials in the sub-region. Through contacts with public agency personnel, the committee identified several perceived needs for preventing and responding to youth problems. In developing a proposal for a task force project these needs were narrowed to: development and improvement of communication between agencies and organizations dealing with youth problems; improved preventative programs; and new programs for the individual development of youth's experiencing problems. The goal of the task force is to assist in the development of knowledge regarding youth problems, and in the implementation of programs aimed at preventing them.

Regional Task Force Activities

In addition to those problems addressed at the sub-regional level, others were appropriately addressed at the regional level. With some modifications in expectations for outcomes, PRI has supported a set of task force activities intended to address issues relevant to rural regions not limited by program boundaries. Two of these activities have involved dealing with growth impacts and examining the problem of rural crime in eastern Washington.

Growth Impact Project Team

Sections of Lincoln County in the PRI Eastern sub-region, and Grant County in the Central sub-region, face the prospect of substantial growth in the next several years due to proposed mining and power plant developments in the region. Because of this, a variety of new public and private planning activities are underway. PRI Central and Eastern sub-region staff were instrumental in organizing a number of persons involved in these activities into a project team which has been incorporated into the Task Force program.

The project team has assisted citizens and local government officials in the region to prepare for the impact of growth. Team members include persons with backgrounds in organizational and community development, economics, planning, and public administration. In a capacity similar to a Community Service Fellow, PRI has supported a Circuit Rider Planner position as the lead role in the work of the project team. The individual filling this position has provided extensive consultation to planning commissions and town councils in the impact area. In concert with other members of the project team a number of workshops have been conducted to address the problems of local communities that are preparing to deal with rapid growth.

Rural Crime Conference

The second task force activity underway with a regional emphasis is the organization of a conference on rural crime in eastern Washington. The conference is a direct outgrowth of the needs assessment survey, which found rural crime to be the foremost concern of a majority of citizens and public officials in the PRI region. However, because the Needs Assessment Study

Group did not feel the survey data were adequate to recommend formation of a task force to deal with a specific rural crime problem, it recommended a conference be held to first sort out the dimensions of the problem in greater detail.

In December, a faculty member in the Department of Criminal Justice at Washington State University was recruited as a Community Service Fellow with responsibility for organizing the conference. As part of the conference, a situation and issues paper will be prepared on the topic of rural crime. As a whole, the conference will attempt to meet three objectives: (1) gather information on public perceptions of the rural crime problem; (2) disseminate information on programs aimed at preventing rural crime; and (3) encourage people to participate in programs aimed at decreasing their vulnerability to rural crime. The overall goals of the conference are to stimulate crime control activities at the local level and to enhance interaction between citizens and public agency personnel who deal with rural crime problems.

A steering committee of practitioners and researchers with expertise in the rural crime area, lead by the Community Service Fellow, has organized the conference. In July, approximately 700 invitations were mailed to prospective conference participants. Further task force activities are expected to grow out of the conference, which is scheduled for the early fall.

COMMUNITY SERVICE FELLOWSHIPS

The PRI Community Service Fellowship program was established to dovetail with task force activities. During the past year eleven (11) new Fellowships were granted to support sub-regional task forces, while one (1) was selected

to support organization of the rural crime conference scheduled for this fall. The organizations and institutions represented by fellows included: Washington State University, Eastern Washington University, Big Bend Community College, Grant-Lincoln-Adams Council of Governments, Wenatchee Valley College, the Clarkston School District, and the Walla Walla YWCA. The range of disciplines that fellows represented included: agriculture, sociology, social work, physics, economics, counseling, and criminal justice. Fellowship appointments ranged .25 FTE to .75 FTE over three to six month periods.

Fellows supported task force projects both as subject matter specialists and as linkers to the resources of their home institutions. Fellows have also taken lead roles in conducting information gathering activities writing task force reports, and in preparing educational materials.

In order to assess the value of the task force experience for Community Service Fellows, follow-up reports on their judgements of the professional value of the task force experience are required as part of the fellowship agreement. Although only a few fellowship appointments have been completed at this time, follow-up reports to date highlight realization of at least two major objectives of the Task Force and Community Service Fellowship programs. Fellows have reported both a new sensitivity to the rural community dimensions of their professional work and a greater understanding of the resources available through the home institutions of other fellows. As hoped, this has in some instances provided the basis for continuing collaborative work by fellows following the completion of task force activities.

IV. COPING IN A CHANGING PRI ENVIRONMENT

The past year has been a bleak one financially for the state of Washington. Revenue shortfalls have forced major cuts in funding for higher education and human services. All PRI partner institutions have been affected.

WSU, for example, was faced with a declaration of financial emergency through much of 1981. Overall, the University experienced a $25.6 million budget reduction since the beginning of the 1981-1983 biennium. In these hard times two goals continue to guide the university's response: maintaining the highest quality possible in remaining departments and programs; and preserving the character of WSU as a land-grant institution. It is through commitment to the latter that has enabled PRI to maintain, and even strengthen, its position within WSU during the past year.

A similar strong base of institutional support has also encouraged continuing commitment to PRI and community service activities by other partner educational institutions.

CHANGES IN PRI MANAGEMENT AND PERSONNEL

Based on the recommendations of the WSU Task Force on Continuing Education for a position in WSU Central Administration responsible for outreach programs, the PRI Program Administrator was appointed in 1980 on a half time basis to the Provost's Office. Effective in November of 1981, the PRI Administrator was appointed full-time as Interim Assistant Provost for Extended University Services, with responsibility for continuing to imple-

ment the recommendations of the Task Force on Continuing Education, including creation of a community service unit at WSU that would institutionalize PRI. Along with this he maintained final responsibility for administration of the Kellogg Foundation grant supporting PRI.

Front-line administrative responsibilities for PRI were then assumed by two half-time associate program directors. One associate director, coming to PRI with extensive background in community development and Cooperative Extension administration, assumed responsibility for the daily management of PRI and for maintaining external relations with PRI partners. The second associate director, an education department faculty member at WSU with background in leadership and management training, took primary responsibility for program development within WSU. As of September 1, 1982, the second associate director will revert to a quarter-time community service appointment within PRI, as the former associate director moves into the position of full-time program administrator.

In addition to changes in the PRI management structure, several other personnel changes occurred during the past year at PRI partner institutions. These included a new director for the Community Service Center at Eastern Washington University as the former director returned to a full-time research position. At Big Bend Community College and Washington State Community College District 17 two long-time PRI supporters retired from the ranks of administration. In both cases institutional commitment to PRI remains high as a new generation of PRI supporters emerges. At Wenatchee Valley College in the Western sub-region, the PRI program associate was relocated

organizationally to the Community Resource Center to facilitate the delivery of PRI services through the college's new continuing education program. As of July 1, PRI had a new program associate in the Eastern sub-region, as the former associate assumed a three-quarter time appointment to document the PRI experience over the past six years.

THE CHANGING NATURE OF PRI REQUESTS

Changes in the circumstances facing many PRI clients have led to some changes in the nature of requests for assistance PRI has received during the past year. The changes is clearly related to the financial condition of Washington state discussed previously. Under these conditions many of the agencies and organizations delivering services to rural eastern Washington have become much more conscious of their overall efficiency and effectiveness. Their requests for PRI assistance have shifted accordingly.

Previously many requests were for assistance in delivering a particular service more effectively or for meeting a specific organizational need, such as providing staff training. While these needs still remain, a new need has emerged for organizations to more generally assess their overall effectiveness. Requests for organizational development assistance are now arising out of conerns for overall organizational efficiency, better planning, and more effective use of all potentially available resources. As part of this trend, a new interest in collaboration has also surfaced. More than ever administrators of human service agencies are interested in collaborating on new ways of delivering services in the context of new fiscal constraints.

PRI response to these requests has taken a variety of forms. In the Western sub-region it has involved assisting administrators from service agencies in the region organize a new association of service providers. The Central sub-region has been involved in organizing a new community aid network among Department of Social and Health Services advisory boards in the wake of a withdrawal of state funds for their support. While, in the Eastern sub-region the emphasis has been on development of new volunteer programs and in developing local support for social services. In order to continue to operate effectively in the face of declining budgets, social service agencies in the Southeast sub-region requested PRI assistance in organizing a series of roundtable discussions to identify gaps in services created by budget cuts as well as possible areas of cooperation.

For public agencies and other organizations delivering services to rural areas, this is clearly a time of transition. The issue for these organizations is not simply one of survival, but of adapting to new circumstances in a way that makes it possible to chart a course five to ten years in the future. Thinking in these terms implies a major change in organizational outlook in many cases. More than this, pressures for establishing new forms of inter-organizational cooperation have also fostered new values. The changing nature of PRI requests reflects both this change in organizational orientation to the future and a new recognition of the value of the collaborative model on which PRI is based. For example, the theme emerging from the Governor's Rural Development Conference (discussed previously in the section on inter-

organizational coordination) was one of how to foster new partnerships between and among public and private sector institutions.

CHANGES IN TASK FORCES

The Task Force and Community Service Fellowship programs have evolved considerably since they were initiated two years ago. Together they were originally conceived as operating like 'PRI in microcosm,' incorporating all the basic goals and elements of PRI, but on a smaller scale and in a shorter period of time. They were also originally conceived to address rural problems that were 'region-wide' in scope. By the spring of 1981, however, attempts to implement these programs as planned encountered difficulties--particularly with respect to scheduling and eliciting citizen participation. Additional management support has been required to foster the evolution of community problems into task forces.

A differentiation of task force activities, intended to make them more adaptable to circumstances in the 15-county region, has been initiated to counter these early problems. But as with any dynamic program new problems have arisen. Attempts to deal with these problems have produced further changes. The current shape of task force programming is very much, then, a historical product. Much of this history has been captured in a PRI working paper chronicling the development of the Task Force and Community Service Fellowship programs. Discussion of changes in task force programming presented here draws heavily on this interim evaluation effort.

During the past year task force activities were differentiated along several lines. Perhaps most important was the shift from a strictly region-wide (i.e., 15-county) emphasis, to sponsorship of sub-regional task forces. This shift was intended to overcome problems of limited citizen participation observed during the first six months of task force programming. It seemed that the original emphasis on region-wide problem-solving created an impression that task forces would address only policy-level issues, rather than concrete community problems. As such, many prospective citizen participants may have perceived the task force program as irrevelant to their immediate problem-solving concerns. Sponsoring task forces on a sub-regional basis was intended to shift the locus of concern to a more local level and thus attract more citizen participants. Experience during the past year suggests this move has been successful. Sub-regional task forces have enjoyed a substantially higher level of citizen participation than previous region-wide projects. Still, these sub-regional projects are addressing issues relevant to numerous communities in eastern Washington, thus meeting the original goal of dealing with problems that are not specific to a single community.

A second line of development has involved special task force activities undertaken on a regional basis. Each of these has involved elements of task force organization, but without impressing the entire task force format on them. The Lincoln/Grant Project Team, for example, has functioned like a task force in several key respects. It has been comprised of working professionals and community leaders collaborating to contend with problems associated with rapid community growth--an issue of concern in several regions of eastern Washington. Involvement with the state Planning and Community Affairs Agency

in formulating new rural development policies has also been based on elements of task force programming. In facilitating the citizen review groups, PRI-trained volunteers drew heavily on principles of task force coordination. Through these projects the applicability of task force forms of organization has been demonstrated in diverse settings. At the same time the limitations of certain types of task force programming for addressing region-wide issues have been recognized.

This experience has demonstrated, first of all, a need to develop more specific objectives for various kinds of task force projects rather than expecting each project to accomplish all program objectives. Secondarily, this experience has also demonstrated a need for greater flexibility in task force management and for a more integrated relationship between task forces and other community development activities. Conflicting and confusing expectations have arisen in some instances because, as microcosms of PRI, task force activities were conceived as separate and self-contained. Now, an attempt is being made to shift away from the microcosm view, toward one that sees task forces as more integrated organizational tools for continuing community development efforts.

Other changes have arisen due to confusion concerning the roles of PRI staff and executive bodies in managing task force activities. Originally, the conception of task force activities as primarily region-wide, linked them administratively to the Regional Coordinating Committee. Even after the shift was made to sponsor sub-regional task forces this link was sustained. One effect of this way to limit the autonomy of sub-regional committees in developing their own task force projects. Rather than enhancing local enthusiasm for carrying out task force activities, this external oversight damp-

ened it in some cases. Currently, the administrative roles of the RCC, the sub-regional committees, the task force coordinator, and program associates are being re-defined to fit more closely with the direction task force activities have taken, and to establish more effective lines of responsibility.

The Task Force and Community Service Fellowship programs have been characterized as operating from the 'top-down'. Task force projects initially were defined by PRI internally, followed by attempts to organize a task force externally. Experience indicates that this orientation, while natural in the context of formal organizations, is not appropriate for community problem-solving. Task force development in the future will originate with those experiencing the problem--as is typically the case with more recent efforts. This constitutes the desired 'bottom-up' approach to task force programming where a basis of external support is built prior to initiating a task force project. By approaching task force activities in this way, they can be more closely integrated with continuing community development efforts. The task force form of project organization becomes, then, only one alternative format for addressing a problem-solving needs.

V. PLANS FOR 1982-83 AND BEYOND

The nature of requests for PRI consultations changed noticeably during 1981-82 and were reflected by the proposed plans of work in each sub-region. As the new federalism trickles down to local educational institution and human service organizations, fewer public resources are available in the solution of community problems. Local initiative and volunteer efforts are being asked to replace the earlier "great society" programs. While no one can forecast the exact duration of impact of these changes, they will clearly have near term structural impacts for at least the next couple years.

Four emerging themes are important from PRI's perspective: assistance to volunteer organization and users of volunteer services; program planning consultations with agencies attempting to attain increased efficiencies to offset budget reductions; a bonefide effort on the part of existing community college partners to provide comprehensive outreach services at a time when state support to community service is decreasing; and a movement towards community self-reliance.

The Eastern sub-region plan for 1982-83 best illustrates the new program emphasis on volunteers. This new emphasis has emerged from the continuing network and informal needs assessment activities of the sub-regional committee: the recruitment, training and strategic use of volunteers in all types of settings. From social service programs to local government services, budget restraints and "cutback management" are increasing the need for staff that can manage all phases of volunteer programs. Requests for assistance include overall design of volunteer programs, development of recruitment campaigns, use of community advisory boards, training for staff involvement in

volunteer programs, strategies for building staff support for including volunteers in service delivery, and the development of educational materials on volunteerism for agency use.

The increased emphasis in program planning and organizational development is reflected in a recent request from the city administrator of Medical Lake to the Director of EWU's Community Service Center. Local government in this instance requests help "to assist us with an anlysis of the City's organizational structure with the purpose of attempting to achieve greater efficiencies in the delivery of municipal services." Similar interventions are in progress with school boards and human service organizations throughout the PRI region. The increase in these types of requests reflect the impact of fiscal conditions as well as the variety of expertise and resources that the Partnership can provide.

PRI has historically sought to help strengthen the community service aspect of the community college and perform organizational development functions as requested. At Big Bend Community College, traditionally a conservative institution, the college president has recommended to the Governor's Rural Development Conference a more comprehensive role for community colleges in reaching out to rural communities within their service area. In order to enable the college to focus greater attention on community service, the PRI associate assumed additional activities, including: facilitating a computer use workshop for area school employees sponsored by an Area Superintendents Group and coordinated by BBCC; coordinating a New Faculty committee to re-work tenure evaluation instruments; and acting as an instructor in order to free-up an instructors time to serve as a Community Service Fellow. The program associate role

will continue to evolve as institutionalization of the model proceeds. Additional focus for 1982-83 will be a thorough examination of cost sharing among partners and a fee for service approach, to guarantee PRI's continuance.

The final theme evident at this juncture, is a region wide emphasis on local self-reliance. This theme is best illustrated by the recommendations of the small farms working group of the Governor's Rural Development Conference and the Western sub-region task force on creative economic futures. In both cases, sustainability of local agriculture and community self-reliance are the central threads.

These themes are, of course, not independent of each other. They emerge from local needs, and are allowed to blossom through the linkage model. From these new emerging themes, PRI will forge ahead in 1982-83 with the freshness of two developmental perspectives: new horizons for model diffusion and new opportunities for management and leadership development.

MODEL DIFFUSION

The Partnership for Rural Improvement (PRI) was formed to test new patterns of collaboration between public service organizations and rural people. Evidence from the initial four years indicated the successful development and implementation of a "rural planning and development model". The 1980 grant renewal specified two primary areas of focus: 1. the transfer potential of the PRI model, and 2. the methodology of transfer.

> A viable model should be transferable to settings other than the location in which it was developed. If the partnership concept is to prove applicable state-wide or nationally, its transferability needs testing on a modest scale prior to wider diffusion. PRI is therefore proposing to expand its geographic base to include an

> additional four-county community college district in southeast Washington. It is possible that at a later date PRI might be able to build collaborative relationships with organizations in other locations also.[1]

In 1980, PRI expanded its geographical base to include the additional four counties of the Walla Walla Community College district. But after eighteen months experience, insufficient support existed within WWCC to enable that community college to internalize the partnership concept. Even in withdrawing from the formal partnership, the WWCC administration commended the PRI philosophy and mechanism as a highly worthwhile endeavor.

It now seems unlikely that the process of adoption can be speeded up sufficiently to allow any potential Eastern Washington community college partner to participate at the high level of collaboration that shared staff and shared budgeting imply. (Figure 1) This is particularly true in periods of high financial stress.

Partner educational institutions in the original eleven counties are also under increasing pressures to re-orient their missions to the exclusion of community service. However, personal and institutional commitment to the Partnership remain high. Some additional financial support to these institutions may be necessary to assist them in bridging a difficult short run fiscal situation. The support of these partner institutions in the face of extremely difficult economic circumstance is testimonial to the integrity of the PRI model and potential partners in other geographical areas are envious of the delivery mechanism and look forward to improvements in the economic climate that will enable them to participate.

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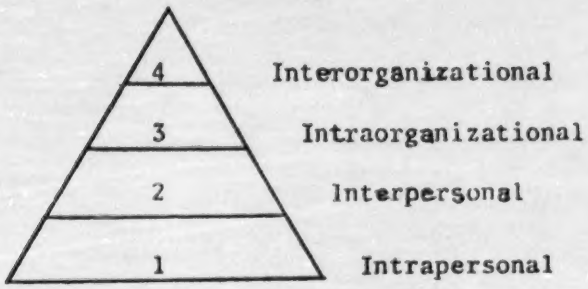
[1]Proposal to the W. K. Kellogg Foundation, December 1979.

Figure 1

COLLABORATION PROCESS[1]



The PRI goal is to foster collaboration. In order to achieve the level of collaboration or interorganizational relationships, the needs of the first three levels must be met.

1. Intrapersonal - Needs of the individual in relationship to the organization. Encourage personal growth and development. Create climate where people are willing to build linkages and cooperative relationships.

2. Interpersonal - Needs of people to interact with each other. Build communication, group development, leadership, and conflict management skills.

3. Intraorganizational - Need of organization to develop and maintain good, positive internal structures. Develop common goals, objectives, climate, problem solving, decision-making, and feedback mechanisms.

4. Interorganizational - Need of organization to build linkages and interdependent relationships with other organizations. Focus on building trust, willingness to cooperate; stimulate meaningful interorganizational efforts to improve delivery and utilization of public services.

[1]Adapted from "Catalyst for Interorganizational Collaboration: The Partnership for Rural Improvement," Ralph Loomis and Greg Spencer

However, it is unlikely in light of the experience with WWCC and discussions with other potential community colleges in Eastern Washington that any institution in the current economic climate will be able to institutionalize change agent positions in less than the four to six years required by the original three community colleges. These original eleven counties remain the demonstration site for proposed diffusion to other areas of the state.

The 1982-83 diffusion effort will have no preconceived geographic target, but rather will be built on organizations and institutions with compatible community service missions throughout the State. The integrity of the original three sub-regions will be unaffected: They will continue at the same high level of collaboration as program participants, and in addition serve as demonstration sites for the diffusion effort.

The new participants will be introduced to PRI primarily through a leadership and management development program focus. For example, this effort will provide skill building, management and leadership training, quality circles and team building workshops for individual participants. Individuals with a futures orientation and a change agent perspective will be recipients of this program thrust. Guided field experiences will be developed for individuals to become acquainted with the demonstration site, and resource people from the demonstration area will be made available to assist the new participants.

As the support base for individuals is strengthened, higher levels of collaboration will be pursued within the institutions supporting these individuals. Organizational development interventions will proceed as participating individuals prepare their home institutions for OD or as institutions request assistance. Potential institutional partners will be required to meet

certain criteria prior to PRI intervention:

- public service delivery mandate
- educational mission
- capacity for continuing change
- willingness to cooperate with other organizations

Recent request indicate that three institutions are nearing the required degree of organizational readiness:

- The Evergreen State College has requested PRI support to develop a community service center.
- Clark College, Vancouver, has requested support in developing a community development outreach capability at its Mid-Columbia Center in Bingen.
- Central Washington University desires assistance in further developing regional university capacity for the delivery of community service.

A fourth, Yakima Valley Conference of Governments has expressed a willingness to be our host institution in the Yakima area, but may not meet the proposed criteria. Numerous other institutions have expressed interest in PRI throughout the years. They await follow-up pending implementation of thise phase of the model diffusion effort.

A two tier Partnership emerges: The integrity of the original eleven counties is maintained at the high level of collaboration that currently exists, while model diffusion will occur initially at a lower level of collaboration, developing an expanded Partnership network throughout the state. Organizational readiness replaces geography as the initial screen. The resulting network will include the western Washington presence necessary for any future legislative possibilities.

Central to the model diffusion process outlined here is experienced staff support to represent PRI in the new areas of the State. Responsibilities of a new "community and organizational development associate" position would be threefold: recruitment of individuals for the management and leadership development program, program planning consultation at interested institutions, and organizational development interventions in committed partner institutions. Support staff from the existing partner institutions would be necessary to support the community development associate. However, that individual would be the initial contact point for the diffusion effort.

Continuation of this position beyond the Kellogg grant period will be from WSU's three FTE commitment. It is included in the WSU 1983-85 biennial request.

LEADERSHIP AND MANAGEMENT DEVELOPMENT PROGRAM

The 1970's offered leaders in rural communities challenges they had not been faced with previously. As the 1980's unfold, leaders in both the private and public sector will be confronted with a series of strategic decisions on how to best manage and lead organizations in order to revitalize and respond to tough economic times. How can public services most effectively be delivered in times of diminishing fiscal resources? How can businesses revitalize their economies and increase the slumping rates of productivity? Managers in both private and public organizations have an imperative in the 1980's: How to provide more with less.

The way businesses have been conducted in the past and the way social agencies have served in the past will need to be reviewed, and renewed. The kinds of skills traditionally taught through educational institutions will

not be adequate to meet the challenges they are currently facing. New concepts and theories have emerged which have been tested and heralded by many private and public agencies in this country and abroad. For example, the wave of Theory Z and quality circles and the quest for increased productivity provides a new opportunity for the development of our organizational management and leadership of tomorrow.

The range of leadership and management opportunities designed to meet these needs can be conceptualized at three basic levels of rising selectivity: (1) training on technical subjects, practical skills and current information; (2) managerial development in communication, forecasting, labor relations, group processes, problem-solving, finance, and productivity; and (3) public affairs development to augment managers understanding of social, economic, political and cultural systems so they can truely become leaders. For a number of reasons relating to non-responsive institutional priorities, lack of accurate perception of need and inappropriate delivery systems, these management and leadership development needs are not systematically met. PRI proposes throughout the next year to pilot a series of programs and to test a dissemination model which will carry to satellite sites throughout the state of Washington programs to help community and business leaders view these management challenges from John Gardner's perspective; as "marvelous opportunities brilliantly disguised as insolvable problems."

VI. FINANCIAL MANAGEMENT

The Partnership for Rural Improvement continued to implement the objectives begun in the previous year, and began several new programs. The year was one of transition in management with new learning experiences in budget management by an Associate Director. While cutback management was being practiced in state educational institutions, support for PRI remained strong. Increased financial commitment by Eastern Washington University, Washington State Community College District 17, Washington State University, Wenatchee Valley College and Big Bend Community College highlighted the year. Program termination at Walla Walla Community College provided additional learning experience about model diffusion.

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Washington State University's 4 FTE commitment was implemented the previous year. Salary and fringe benefits were paid for the program administrator position by Central Administration, for three staff members in the College of Education (1 FTE), and a staff member in Cooperative Extension (1 FTE). In addition, another 1 FTE was supported by Cooperative Extension through contracts with the Washington State Community College District 17 and Wenatchee Valley College. Direct operational support totaled $24,000. Washington State University's College of Agriculture assigned its Rural Development Act Title V Program to cooperation with PRI. Its resources exceeded $55,000. The total university support was calculated at $201,212 for 1981-82.

The other educational partners have maintained their financial commitment to PRI in spite of pressure on the public education dollar. Eastern Washington University supported 1.5 of the 2.5 FTE's desginated as PRI positions. The

amount of funds provided exceed $94,000 when combined with support for the Community Service Center. Wenatchee Valley College supported half of the community service consultant position at $6,000. Washington State Community College District 17 supported a program associate position (.5 FTE) at $12,600. With funding reductions at these two institutions, maintenance of the PRI positions is tangible envidence of their commitment to the goals of the partnership. These institutions are committed to maintain the PRI relationship during FY 1982-83. In addition, Big Bend Community College has committed to half of the program associate salary and benefits or $12,500 for the up-coming year. This represents a major step in the evolution of PRI. Now, each of the original community colleges has fulfilled their FTE commitments.

The initial experience in model transfer at Walla Walla Community College was not successful. While college officials commend the PRI mision, they are not in a financial position to commit funds to the effort after the grant period. Hence we have proposed moving funds earlier earmarked for WWCC to an alternative mechanism of model transfer.

As with previous reports, a rough estimate of the contributed resources of partner organizations is the best that can be provided. Estimates for 1981-82 total $750,000. This figure results from assigning dollar amounts to direct salary and operational support $300,000; office space, utilities and services $250,000; financial services; and $200,000 for faculty time devoted to PRI, donated travel expenses, supervisory functions at the community colleges, etc.

The major contractual services for 1981-82 were Big Bend Community College $44,500, Eastern Washington University $26,000, Washington State Community College District 17 $21,000, Wenatchee Valley College $21,000, Walla Walla Community College $44,500, and the Grant-Lincoln-Adams Council of Governments $20,000. As noted earlier in the report, Cooperative Extension via PRI also supplied $15,000 each to the Spokane and Wenatchee area community colleges.

While 1981-82 showed a considerable increase in task force and fellowship activity, a substantial underexpenditure of funds remains when 1981-82 funds are combined with the previous years underexpenditure ($30,000). This is attributable primarily to the difficulty in getting task force organized quickly and completing negotiations for the service of fellows. This delay accounts for the bulk of the $109,961 balance in this line item. Successful recruitment of two half-time associate directors has reduced the balance in the staff salaries category of the previous year.

The other major category in which there is a sizeable cash balance displayed is in Faculty Time, Partner Institution. This category contains the sub-contracts with the five educational partners. The balance of $46,353.16 is nearly fully encumbered by contracts for which the final billing has not been received. An estimated $12,424 is likely to be unexpended. Travel expenses continue to be somewhat higher than anticipated resulting in a $991.16 deficit.

BUDGET FOR 1982-83

The proposed budget for W. K. Kellogg Foundation funds is shown in Figure 2. The Annual Finance Report listed in Figure 3 shows the method of arriving at the proposed budget. The request for revision of the budget is listed in a later paragraph.

Commitments by several partners to fund PRI activity are not shown in this budget. Several contributions need mention: Eastern Washington University has committed $68,467 for 1982-83; Washington State Community College District 17 has committed $13,380; Wenatchee Valley College $12,100; and for the first time Big Bend Community College has been able to commit $12,500. Other partners continue to provide valuable indirect support.

Figure 2

BUDGET REQUEST 1982-83

KELLOGG FUNDS

STAFF SALARIES, WAGES, FRINGE BENEFITS	$113,500.00
FELLOWSHIPS, INTERNSHIPS, CONSULTANTS	87,000.00
FACULTY TIME, PARTNER INSTITUTIONS	163,640.74
PRINTING, MAILING	11,634.68
TRAVEL	17,500.00
COMPUTER SERVICES	3,673.31
EQUIPMENT, SUPPLIES	9,000.00
	$405,948.73

REQUEST FOR REVISION

The Partnership for Rural Improvement requests the carry forward of funds not expended as of the close of the fiscal year. The request is that there be a straight transfer of funds within the following line items: Staff Salaries, Wages, Fringe Benefits of $18,991.71; Faculty Time, Partner Institutions of $46,353.16; Printing and Mailing of $1,634.68; Computer Services of $1,673.31; and Equipment, Supples of $5,900.90. The request also is for carry forward of the $991.16 deficit in the Travel category.

The proposed budget for 1982-83 (Figure 2) also reflects a special distribution of some funds included in the Fellowship, Internship, Consultant line item ($70,261.13). The request is to be able to carry forward $87,000.00 into that same line item and to transfer funds into the categories as shown below:

Staff Salaries, Wages, Fringe Benefits	$24,883.79
Faculty Time, Partner Institutions	7,287.58
Travel	6,491.16
Equipment, Supplies	1,599.10

It is believed that this transfer will enable PRI to better utilize funds allocated for task forces/fellowships and simultaneously provide a higher level of support to model transfer activities.

The request to transfer $24,883.79 into salaries and benefits reflects the addition of an organizational development associate to provide leadership to the model diffusion and support to the 1982-83 management and leadership development program. In addition some funds are proposed to be earmarked for a special writing project to document and disseminate the lessons of the PRI experience.

Faculty Time, Partner Institutions is proposed to increase by $7,287.58. This will enable PRI to support the sub-regional committees and Eastern Washington University at the level requested in the 1982-83 plan of work: Big Bend Community College ($30,000), Eastern Washington University ($20,000), Washington State Community College District 17 ($20,000), and Wenatchee Valley College ($20,000). This will also allow small seed money contracts with potential educational partners outside the original PRI region, and is believed to be an integral part of the model diffusion effort.

An increase of $6,491.16 in the Travel category is requested to support the additional requirement of linkages with institutions that are more geographically dispersed than the original partners. This specifically includes fostering relationships and providing support to interested western Washington "partners". The request is also in recognition of a modest over-expenditure in this category for the past two years.

The Equipment, Supplies line item is proposed to increase by $1,599.10 to allow for purchase of word processing equipment for an Office of Community Service as PRI becomes institutionalized within the central administration of Washington State University.

In recognition of the difficult financial problems confronting public higher education, $30,000 has been reserved for sub-contracts in 1983-84. This will provide a small, but potentially necessary level of support to sub-regions to assist in transitioning complete fiscal responsibility to the partner institutions.

The general design and program options reflected in the 1982-83 budget were determined by the Regional Coordinating Committee at its meeting on June 28, 1982.

ANNUAL FINANCIAL REPORT TO W. K. KELLOGG FOUNDATION

Project No. UADU01E

EXPENSE STATEMENT FOR PERIOD ENDING June 30, 1982				NEXT YEAR'S BUDGET	
I Approved Budget (line items per commitment letter, proposal, or approved revision)	II Actual Cash Expenditures of WKKF Funds for Year	III Differences between I & II		IV Approved Budget for Next Year	V Proposed Budget for Next Year (if different from IV
Staff salaries, wages, fringe benefits	$ 84,916.93	65,925.22	18,991.71	$ 69,625	113,500.00
Fellowships, internships, consultants	170,000.00	82,738.87	87,261.13	70,000	87,000.00
Faculty time, partner institutions	200,952.82	154,599.66	46,353.16	110,000	163,640.74
Printing, mailing	12,000.00	10,365.32	1,634.68	10,000	11,634.68
Travel	11,819.44	12,810.60	(991.16)	12,000	17,500.00
Computer services	2,704.85	1,031.54	1,673.31	2,000	3,673.31
Equipment, supplies	6,080.19	179.29	5,900.90	1,500	9,000.00
				Transfer to 1983-84	30,000.00
	$488,474.23	327,650.50	160,823.73	$275,125	435,948.73
				Request to Carry Forward, 1983-84	30,000.00
				Proposed Budget for Next Year - WKKF	$405,948.73
				Less Kellogg Cash Balance	160,823.73
				Proposed WKKF Payment	$245,125.00

FUNDS AVAILABLE DURING PAST YEAR	
Prior Year's Cash Balance	$ 162,494.23
Kellogg Payment	325,980.00
Grantee Support	201,212.00
Other (specify)	
TOTAL	$ 689,686.23

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NOTE:

Detailed explanations should be given for substantial deviations in actual and/or proposed expenditures from originally approved budget items.

The Foundation provides support on a cash receipts and disbursement basis. We consider pending

I hereby certify the above expense statement and resulting cash balance to be correct. I also certify that this organization continues to be classified as an organization described in Section 509(a) of the Internal Revenue Code.

Grantee: Washington State University

Linda Boyle for
Chief Financial Officer (signature)

Vincent Hutnak
Finance Office-Sponsored Prog
Title

Richard A. Hagood
Project Director (signature)

Richard A. Hagood
Program Administrator
Title

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PARTNERSHIP FOR RURAL IMPROVEMENT

Organizational Roster*

REGIONAL COORDINATING COMMITTEE

Donn Adams, Walla Walla Community College, Walla Walla

Julian Agranoff, Grant-Lincoln-Adams Conference of Governments, Ephrata

Larry Angell, City of Moses Lake Planning Department, Moses Lake

Jim Barron, Washington State Univeristy, Pullman

Jim Beard, Walla Walla County Regional Planning, Walla Walla

Connie Clark, Okanogan County Community Action, Okanogan

Bill Hoekendorf, Eastern Washington University, Cheney

Fred Huston, Big Bend Community College, Moses Lake

Joyce Owens, Chelan County Cooperative Extension, Wenatchee

Gene Rieger, Washington State Community College District 17, Spokane

Mary Selecky, Tri-County Health District, Colville

Winifred Voelckers, Wenatchee Valley College-North, Omak

Bob Wilson, Northport City Council, Northport

Neil Zimmerman, Eastern Washington University, Cheney

CENTRAL SUB-REGIONAL COMMITTEE

Julian Agranoff, Grant-Lincoln-Adams Conference of Governments, Ephrata

Larry Angell, City of Moses Lake Planning Department, Moses Lake

Bruce Davis, Adams County Cooperative Extension, Ritzville

P. J. DeBenedetti, Moses Lake Community Schools, Moses Lake

* There are many people who have worked within the PRI framework. This list includes those people who have been identified with the formal organizational structure of PRI.

Ray Faini, Grant County Cooperative Extension, Ephrata

Dave Hiklan, Grant County Community Action, Moses Lake

Fred Huston, Big Bend Community College, Moses Lake

Red Kafer, Education Service District #171, Wenatchee

Michael Lang, Big Bend Community College, Moses Lake

Randy Martin, Adams County Planning Department, Othello

Doug Miller, Ephrata

Lee Purdue, City of Royal City, Royal City

Philip Reiter, Wilson Creek School District, Wilson Creek

Orissa Schultz, Quincy

Muriel Schwartz, Moses Lake

Bill Thompson, Grant County Family Planning, Ephrata

Kathy Tracy, Moses Lake

Bruce Yost, Othello

EASTERN SUB-REGIONAL COMMITTEE

Marie J. Bremner, Ferry County Cooperative Extension, Republic

Margaret Clow, Whitman County Rural Library, Colfax

Ed Hill, Washington State Community College District 17, Spokane

Paul LeCoq, City Council, Davenport

Sue Love, Garfield

Shirley Michaelsen, Washington State Community College District 17, Spokane

Bruce Pennell, Northeast Washington Rural Resources, Colville

Gene Rieger, Washington State Community College District 17, Spokane

Mary Selecky, Tri-County Health District, Colville

Bob Wilson, Northport City Council, Northport

Michael Wirt, Spokane County Library, Spokane

Mary Yann, Davis Lake, Newport

SOUTHEASTERN WASHINGTON RURAL PARTNERSHIP

Donn Adams, Walla Walla Community College, Walla Walla

Jim Beard, Walla Walla County Regional Planning, Walla Walla

Dave Bragg, Garfield County Cooperative Extension, Pomeroy

Don Brigham, Asotin County Courthouse, Asotin

Enid Cox, Walla Walla Cooperative Extension, Walla Walla

Mayor George Fernald, College Place

Anne Haley, Walla Walla Public Library, Walla Walla

Rose Harris, Waitsburg

Nancy Macduff, Camp Fire, Walla Walla

Bernard McCabe, Asotin County Commission, Clarkston

Stan Paul, Clarkston

Phyllis Pulfer, Blue Mountain Action Council, Walla Walla

Rev. Ed Silrum, Clarkston

A. L. Stenhoff, Juvenile Department, Clarkston

Howard Willson, Walla Walla County Cooperative Extension, Walla Walla

Virginia Woods, Asotin County Cooperative Extension, Asotin

Lee Zimmerman, United Way, Walla Walla

WESTERN SUB-REGIONAL COMMITTEE

Leath Andrews, Okanogan County Cooperative Extension, Okanogan

Connie Clark, Okanogan Community Action, Okanogan

Mary Cooper, Brewster

Marlene Curtis, Community Resource Center, Wenatchee Valley College, Wenatchee

James Donaldson, Heritage College, Omak

Lawrence Hauge, Wenatchee School District, Wenatchee

Jim King, Okanogan County Planning Office, Okanogan

Ed Loidhammer, Chelan County Regional Planning, Wenatchee

Mike Lynch, North Central Regional Library, Wenatchee

Joyce Owens, Chelan County Cooperative Extension, Wenatchee

Bob Patrick, Douglas County Planning Department, East Wenatchee

Roberto Pineda, Community Action, Wenatchee

Bob Soule, Community Action, Wenatchee

Bill Tarver, Community Action, Wenatchee

Margaret Viebrock, Cooperative Extension, Waterville

Wini Voelckers, Wenatchee Valley College-North, Omak

PRI STAFF AND AFFILIATED COLLEAGUES

Donna Brians, Walla Walla Community College, Walla Walla

Dennis Conners, Washington State University, Pullman

Ellen Dunbar, Eastern Washington University, Cheney

Walt Gmelch, Washington State University, Pullman

William Goetter, Eastern Washington University, Cheney

William Gray, Washington State University, Pullman

Richard Hagood, Washington State University, Pullman

Robert Hansen, Washington State Community College District 17, Spokane

B. Ray Horn, Eastern Washington University, Cheney

Ralph Loomis, Washington State University, Pullman

Nicholas Lovrich, Washington State University, Pullman

Vicki Braglio-Luther, Washington State Community College District 17, Spokane

Robert McDaniel, Big Bend Community College, Moses Lake

Dwight Pace, Washington State University, Pullman

Joseph Roy, Wenatchee Valley College, Wenatchee

Michael Schwalbe, Washington State University, Pullman

James Shoemaker, Washington State University, Pullman

Kate Sisson, Washington State University, Pullman

L. Dean Sorenson, Washington State University, Pullman

Fritz Steiner, Washington State University, Pullman

Phyllis Kay Wilke, Washington State University, Pullman

COMMUNITY SERVICE FELLOWS

Justino Balderrama, Social Work and Human Services, Eastern Washington University

Bob Elk Belgard, Wenatchee Valley College, Wenatchee

Margaret Coon, Wenatchee Valley College, Wenatchee

Katharine Elliott, YWCA, Walla Walla

Ron Engeland, Wenatchee Valley College, Wenatchee

Jacqueline Farrell, Camp Fire, Walla Walla

David Granatstein, Wenatchee Valley College, Wenatchee

Stewart Jones, Big Bend Economic Development District, Moses Lake

Alfred Lewis, College Place

Elise Lockridge, Clarkston School District, Clarkston

Otwin Marenin, Washington State University, Pullman

Ed Neigbor, Lincoln County Conference of Governments, Davenport

John C. Noffsker, Trico Economic Development District, Colville

Diane Norell, Washington State Community College District 17, Spokane

Michael Notaro, Wenatchee Valley College, Wenatchee

Joe Rogers, Big Bend Community College, Moses Lake

WSU ADMINISTRATIVE COUNCIL

George B. Brain, College of Education, Washington State University

Carl W. Hall, College of Engineering, Washington State University

Thomas L. Kennedy, College of Sciences & Arts, Washington State University

Robert Nilan, Division of Sciences, Washington State University

Carl J. Nyman, The Graduate School, Washington State University

John S. Robins, College of Agriculture, Washington State University

J. Orville Young, Cooperative Extension, Washington State University

WSU ADVISORY COUNCIL

Dale G. Andersen, Department of Education, Washington State University

Jim Barron, CRD, Cooperative Extension, Washington State University

LeRoy Blakeslee, Department of Agricultual Economics, Washington State University

Lee Freese, Department of Sociology, Washington State University

William Funk, Department of Environmental Science, Washington State University

Gene Hansen, Small Business Development Center, Washington State University

Robert J. Harder, College of Sciences & Arts, Washington State University

Bob Howell, Department of Rural Sociology, Washington State University

John Pierce, Department of Political Science, Washington State University

Von Pittman, Continuing University Studies, Washington State University